

Rio Salado Management Plan

1. Administrative Plan

A. Administrative Structure

I. Background

The Rio Salado Project is a complex, public/private partnership with two distinctly different funding sources for public improvements. The overall Rio Salado Project area represents approximately 3600 acres of both publicly and privately owned land as illustrated in the Rio Salado Land Use Plan (see **Exhibit A**). Within the project there is approximately 850 acres of land retained for recreational uses. While all of Rio Salado Park is operated as a public facility, some portions of the park are funded through a Community Facilities District rather than the City. **Note:** a more detailed explanation of the overall budget and funding of the project are contained in the **Budget and Assessment Section**. In fact, all of the land within the 100-year Flood Levees from Priest Drive to McClintock Drive, including the Town Lake is funded through the Community Facilities District. What that means to Tempe, is that as the Rio Salado Project is built out, more than 60 percent of the cost of constructing the Town Lake, including 60 percent of the annual operating and maintenance expenses of this area, will be funded by the private sector. The challenge is to develop an administrative structure that represents the community interests and acknowledges the fact that the private sector will be one of the primary sources of project funding. The Administrative Plan has been developed to coordinate all of the administrative functions necessary to run the project and to balance the diverse private and public interests at all times. Rio Salado may once have been conceived as primarily a public park, but it is necessarily taking shape as a substantial economic development joint venture, in which operating costs must be “need-based.”

Purpose and Objectives

The purpose of this plan is to:

- Establish an Organizational Structure for Project Management
- Amend City Code Chapter 23 - Park Rules and Regulations
- Establish a Marketing and Public Relations Program
- Implement a Permit System
- Provide an overview of Risk Management Issues
- Provide a system for Construction Management
- Develop a comprehensive Signage Program

Administration

1. City of Tempe, Economic Development, Rio Salado Division:

Overall project administration will remain within the Economic Development Department with the administrator reporting directly to the City Manager. The Rio Salado Division of Economic Development will provide the coordination necessary between the public and private sectors during the build-out of the project. The current Rio Salado Project Manager and staff

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will act as the Community Facilities District representative during construction of the Rio Salado Park and Town Lake and will assume the following additional duties:

- a. provide overall Rio Salado Administrative Support
- b. head up the Operations Team
- c. develop and monitor the Project budget for both Basic and Enhanced Services
- d. administer concession contracts
- e. implement the Management Plan
- f. serve as staff for the Community Facilities District

2. The Operations Team

The transitional successor to the Rio Salado Task Force will consist of a designated representative from each Department to be involved in the Project. The Operations Team will provide Departmental input into the annual budget process, and be responsible for preparing and updating the Management Plan according to the schedule below, including developing scopes of work and standards for competitively bidding service contracts.

3. Rio Salado Enhanced Services Commission

- a. The Rio Salado Enhanced Services Commission has been formed to serve in an advisory capacity to the City of Tempe and the Rio Salado Community Facilities District Board of Directors. They advise regarding all policy matters affecting the Enhanced Services Area (see **Exhibit B**), including, without limitation, all policy matters that affect the Community Facilities District's Annual Operations and Maintenance Budget.
- b. The Rio Salado Enhanced Services Commission is initially composed of eight (8) members as follows, and may be expanded to eleven (11) members later:
 - Tempe Deputy City Manager responsible for financial affairs
 - Tempe Public Works Director
 - Tempe Community Services Director
 - Arizona State University
 - Ciudad Del Lago development
 - Hayden Ferry development
 - Downtown Tempe Community
 - Tempe public-at-large (selected by Mayor)
- c. The Enhanced Services Commission provides a vehicle for the combined public and private sector interests, within the Community Facilities District (see **Exhibit C**), to have direct input into the costs associated with operating and maintaining the Town Lake and adjacent park improvements.

4. Tempe Parks and Recreation Board

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All public park improvements outside of the Enhanced Services Area fall under the purview of the Tempe Parks and Recreation Board. The Rio Salado Project Manager in conjunction with the Parks and Recreation Administrator will keep the Board apprised of general operations and maintenance procedures throughout Rio Salado. The Tempe Parks and Recreation Board will be asked to forward recommendations to the City Council, on all aspects of the Rio Salado Project involving public recreation. Recreational programming will continue to be a function of the Community Services Department. The maintenance and operation of all public park areas outside of the Enhanced Services Area, within the Rio Salado Park (see **Exhibit D**) will be considered Rio Salado Basic Services. For more detail on the funding and financial management of Rio Salado please refer to the Budget and Assessment Plan.

5. Tempe City Council/Community Facilities District Board of Directors

The City Council will consider and approve policies necessary for the administration of the Project and also serve as the Governing Body for the Community Facilities District (see **Exhibit E** - Formation Resolution #97.09). Through an Intergovernmental Agreement between the City and the Rio Salado Community Facilities District (see **Exhibit F**), the City will be responsible for the oversight of operations and maintenance of the public improvements within the Enhanced Services Area.

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B. Park Rules and Regulations

I. Background

This portion of the Rio Salado Management Plan addresses rules and regulations for the Rio Salado Park. This section was developed using the current Tempe Ordinance for Parks as a foundation. For one year, department liaisons gathered information from around the country on park regulations, risk management issues, and public safety concerns. This information, along with the existing ordinance, was reviewed for application in Rio Salado.

II. Purpose and Objectives

The purpose of this plan is to:

- Ensure that the Rio Salado Park provides a safe and enjoyable environment for all park users.
- Outline the parameters and regulations governing public activity on the land designated as Rio Salado Park.

III. Boundaries and safety

Upon its opening, the park will have inherent constraints related to:

- landscaping
- construction
- access and parking
- infrastructure such as power lines

Physical constraints, along with the city's commitment to preserving the safety of park users, will require a policy for uses. Some of these restrictions may be revised or lifted when it is demonstrated that proposed uses can be performed safely. The Rio Salado Management team will review and update this plan as necessary to reflect changes in the park's structure and operations.

IV. Park Rules and Regulations

- 1. Rio Salado Park Area and Park Hours (Exhibit A)**
- 2. Proposed Ordinance Changes (Exhibit B)**
- 3. Draft Rio Salado Park Regulations - Sign Text (Exhibit C)**

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Exhibit A **Rio Salado Park Area and Park Hours**

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Exhibit B

City of Tempe Proposed Park Ordinance Changes

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Exhibit C

Draft Rio Salado Park Sign Text

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C. Marketing/Public Relations

1. Background

The Marketing/Public Relations Plan was developed to educate and inform the general public about the Tempe Rio Salado Project, as well as promote the economic development and social opportunities it offers. As a regional “destination” park and extension of downtown Tempe, Rio Salado offers the opportunity to expand the City’s recreational offerings to the community, promote business and commerce essential to economic stability and enhance the quality of life for Tempe residents. The Rio Salado Project embraces a communication philosophy committed to full, open and complete communication with citizens, employees and the media.

2. Purpose and Objectives

The purpose of this plan is to:

- Promote a positive image of the project.
- Demonstrate positive economic development aspects of the project.
- Draw attention to the improved quality of life the project will bring to Tempe such as increased property value, economic development, etc.
- Keep Tempe citizens informed about the project on an ongoing basis.
- Highlight the positive work done by elected officials and City staff.
- Work to educate the public on the importance of balancing the need for water and lush landscaping and xeriscape conservation efforts.
- Inform and educate area residents (adjacent to the project) of increased construction activity and property values.
- Target local, regional and national media for exposure, i.e., identifying story opportunities and ideas.
- Build links to establish open communication with travel groups, meeting planners, convention groups and other pertinent organizations.
- Create timely informational packets and establish an active speaker’s bureau that will help educate the public on the project.
- Ensure that the city’s position about the flight path is clearly communicated in appropriate documents.

3. Target Audiences

- All Tempe citizens
- City of Tempe Council members, City management and all City employees
- City of Tempe coalition members (City, ASU, Tempe Chamber, TCVB, MAMA and DTC)
- Tempe Board and Commission members
- Local, regional, national, international media representatives
- Local, regional, national, international businesses
- Large employers in Tempe (ASU, Motorola, SRP, Chase etc.)
- ASU students, faculty, alumni and prospective students
- Civic organizations and other Tempe citizen leaders

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- Convention, tourist and travel organizations
- State, regional and national architectural, planning and landscaping professional associations
- State parks people
- Adult and youth recreational organizations
- Maricopa County Sports Authority
- Fishing organizations
- Papago Salado Association
- Neighborhood associations adjacent to the Rio Salado Project
- Elected officials
- Arts community and SCENE
- Utility companies (APS, SRP, Southwest Gas)
- Other Valley cities

4. Strategies

1. Develop a public information campaign that helps clarify any comments, concerns or misconceptions the public might have. The campaign would include the following:

- regular Rio Salado column in the *Tempe Today* community newsletter and regular updates in the City's internal publication *Newsbreak*
- establish a speakers bureau with City staffers and Friends of Rio Salado
- establish an ongoing relationship with the editorial boards of the *Tempe Daily News Tribune* and the *Arizona Republic* - this would include continuing to work with City Hall "beat" reporters
- seek public event opportunities where a Rio Salado booth can be set up and current information would be provided; print Rio Salado t-shirts for people staffing booth
- produce a regular Rio Salado Update segment to be aired on Tempe Cable Channel 11
- work with Channel 8 to establish a regular presence on its channel
- produce regular public service announcements that would be distributed to all Valley radio stations and municipal cable stations
- establish a traveling display system that could be rotated throughout the community, i.e., City facilities, bank locations, etc.
- maintain the Rio Salado page on the Internet (using Tempe's home page) and provide regular updates and information on the City's kiosks
- work with the Friends of Rio Salado in giving presentations throughout the community and providing jeep tours of the project; provide Rio Salado t-shirts, etc.
- maintain a "Frequently Asked Questions" handout on the Rio Salado, i.e., where's the water coming from?, what are the dams made of? etc.
- schedule talk show presentations on Valley television stations and radio stations
- produce an overall theme/look for all collateral material that corresponds

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with the theme of the project.

- conduct research on all other local, regional, national and international publications that could be tapped - produce a "Rio Salado Media Mailing List"
- develop methods for selling Rio Salado memorabilia: t-shirts, baseball caps, key chains, etc.
- establish a phone message system for announcing lake hours and details

2. Utilize other communication methods such as:

- regular press releases about the project
- media advisories as breaking news occurs
- customize information folders with fact sheets that could cover areas on: project overview, project operations, economic impact, environmental impact, public-private development, recreation, tourism, transportation, etc.
- work with potential private developers to seek sponsorships and/or other financial assistance to support an ongoing public information campaign
- plan, organize and hold events, utilizing the lake and/or park facilities that enhance the visibility of the Rio Salado, provide entertainment opportunities and promote the use of the Rio Salado

5. Budget/Timeline

The budget takes into consideration fiscal year 1998-99. The timeline reflects a one-year plan which will be evaluated a year from now and revised as needed for fiscal year 1999-2000.

<u>Action Item</u>	<u>Quantity/ Length of Time</u>	<u>Est. Cost</u>	<u>Deadline</u>
Regular newsletter column	monthly/ongoing	none	1 st Friday of each mo.
Internal newsletter	weekly/ongoing	none	Thursday's
Friends of RS Ambassadors	tbd	none	tbd
RS memorabilia	tbd	tbd	tbd
Most Frequently Asked ?'s handout	as needed	@\$150	tbd
TV/Radio Talk Shows	ongoing	none	as needed
Speakers Bureau	ongoing	none	as needed
Editorial Board Meetings	as needed	none	as needed

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Internet Page/ Kiosk	ongoing	none	as needed
Ch. 11 Segment	as needed	none	as needed
Radio PSAs	as needed	none	as needed
News Releases and Media Advisories	as needed	none	as needed
Traveling Display	1/as needed	tbd	tbd
Produce Rio Salado Fact Sheet(s)	ongoing	\$tbd	as needed

6. Crisis Management

During emergencies, the Marketing Coordinator will assist the efforts of the City of Tempe Public Information Officer, as outlined in the City of Tempe Emergency Management Plan, in the following:

- gathering facts.
- producing a summary of the situation.
- disseminating information internally.
- working closely with the media to disseminate information externally.
- maintaining open communication with Emergency Operations Center Command Center for timely updates.

Additionally, the Marketing Coordinator will keep businesses, tenants and other Rio Salado interests informed about the situation. The Marketing Coordinator will follow the Crisis Response Checklist (Exhibit A).

After the initial contacts and communications have been made, the Marketing Coordinator will continue to interface with appropriate public safety and/or other officials as appropriate, and provide timely updates or follow-up information as necessary, to employees, citizens and the media.

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Exhibit A

Crisis Response Checklist

Rio Salado

Step One: First Alert

Upon receiving notification of an emergency the Marketing Coordinator will ensure that the following are or have been notified:

- ☐ City Manager and Deputy City Managers
- ☐ Mayor and City Council
- ☐ Rio Salado staff on site (direct all calls to designated spokesperson)
- ☐ Rio Salado staff off site (direct all calls to designated spokesperson)
- ☐ Community Relations Manager and Public Information Officer
(assist in setting up a separate public information command post and media area per City of Tempe Emergency Management Plan)

Step Two: Gather the Facts

- ☐ gather known facts
- ☐ log date, time and source of information
- ☐ what happened
- ☐ when, where and how did incident occur
- ☐ any injuries or fatalities (don't release names)
- ☐ raw materials or finished products involved
- ☐ obvious qualities of materials involved
- ☐ spill or emission involved
- ☐ facility or property damage
- ☐ public health or environmental risk
- ☐ authorities on scene or required
- ☐ quantity or volume of materials involved

Step Three: Inform Other Groups

- ☐ notify appropriate governmental and legal authorities
- ☐ inform citizens who are affected
- ☐ inform businesses, tenants, etc. of the Rio Salado development
- ☐ inform any neighbors affected by the incident
- ☐ inform employees/internal organization
- ☐ arrange information updates for internal organization

Step Four: Prepare for Media calls or visits (in concert with Public Information Officer)

- ☐ designate media spokesperson
- ☐ arrange for spokesperson to be available for interviews
- ☐ discuss media inquiry coordination with other authorities involved
- ☐ designate separate telephone lines for incoming and outgoing calls
- ☐ anticipate media questions, review media interaction guidelines

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- ☐ assemble necessary background information and materials
- ☐ arrange for food and materials

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D. Park Permits

1. Park Permits---Land

A). Individual and Group Park Permits

Permits for individuals and groups to reserve and use land areas of Rio Salado Park will be handled in the same manner as they currently are for the City of Tempe parks system. Chapter 23 of the City of Tempe Code Ordinances will apply. Both the Rio Salado Operations Office and the Parks and Recreation Office will issue Facility Use Permits. Note that for each permit, the responsible party must be a Tempe resident and that person must be in attendance at the event.

B). Special Events

Special events are defined and handled by the process outlined in Chapter VI.

2. Park Permits---Town Lake

A). Boating Permits

A Boating Permit policy and system will be developed prior to lake opening.

State of Arizona Boating Rules (Title 5) and Arizona State Boating Laws (Article 5, R12-4-501 through R12-4-523) will apply to the Town Lake. In addition, the City may develop more restrictive regulations as it has done with Kiwanis Lake.

All boats will be required to have a current State of Arizona Game and Fish Department Boat Registration with a valid number and current annual decal.

In addition, it is anticipated that a Town Lake Boating Permit issued either on a daily or annual basis or other increments of time will be required for all boats using the lake.

B). Special Events on Town Lake

Special events on the Town Lake are defined and handled by the process outlined in Chapter VI.

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E. Risk Management

1. Background

Prudent risk management contributes to an organization's success by controlling the adverse effects that accidental losses might otherwise have on an organization's ability to meet its objectives.

2. Purpose and Objectives

The objective of the City's Risk Management division is the protection of City assets through the prudent use of risk management and insurance programs, safety, claims management and loss prevention techniques.

3. Strategy

The City of Tempe is self-insured for liability with a self-insured retention limit of \$1,000,000. Excess coverage was recently increased from \$9,000,000 to \$19,000,000 in anticipation of new and additional exposures that will arise from the Rio Salado Town Lake. City property is protected by an insurance policy with a \$100,000 deductible. As City owned structures are completed, they will be added to the property policy.

In September of 1997, the City purchased a Builder's Risk policy to specifically protect the City for any flow of water or debris in either the Salt River channel or the Indian Bend Wash. The policy is primarily a flood policy. It goes into effect when all other coverages under the various contractors have been exhausted. A \$250,000 deductible is applicable to flood loss; \$100,000 deductible for all other builder's risk losses. The policy is for a two-year period.

Risk Management will analyze new exposures the Rio Salado project will create and address the insurance aspects as well as the City's risk retention philosophy as appropriate. The City's risk management consultant, Sedgwick,Ltd, will lend their expertise in any preliminary contractual agreements with companies who will operate services or build in the Rio Salado project. Risk Management will review all RFP's and contracts for appropriate risk transfer. Certificates of insurance relating to Rio Salado will be kept on file in Risk Management as well as copies of insurance policies the Risk Manager deems necessary for review.

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F. Construction Management

1. Plan Overview

The amount of construction that is still need to fulfill the vision of Rio Salado is extensive. Both the public sector and private sector will continue to build around the lake for some time to come. This section focuses on the Public sector construction, basically the park area around the lake and the restoration of the Salt River channel. The City of Tempe is currently reviewing an Open Space/Park Master Plan for the public area outside of the river channel. The Council will prioritize the different areas of that project and an implementation plan will be established. The Council will then formally adopt the plan.

The City is also pursuing federal assistance in restoring riparian habitat within the Salt River. A feasibility study has been completed and the Army Corps of Engineers is supporting the project. The design phase of this project should begin within the next few months. The construction phase of this project is currently waiting congressional authorization.

2. Implementation

The Rio Salado division will act as project manager and oversee the implementation of the park master plan and Salt River restoration from the design through construction and maintenance. Public Works will assist in the design, bidding and construction of the projects. The Construction plans will go through the normal City review process prior to bidding any portion of the project.

3. Budgeting

Construction projects will be funded through the normal Capital Improvement Program. Efforts will be made to secure grants wherever possible to offset the cost to the City. Portions of the project could be constructed through the Community Facilities District. This would require that the project undergo a feasibility study and would also require a public vote by the property owners within the district to approve the project and levee an assessment.